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MEMORANDUM FOR: Director of Security

SUBJECT : Reorganization of the Office of Security

1. Reference is made to your verbal instructions of 16 April 1973 that a discreet internal study be conducted with a view towards developing a new organizational structure of the Office of Security which would consolidate two directorates and otherwise permit an overall reduction of 42 slots.

2. Attached herewith are the results of the two-week study by the special Task Force which you appointed. It represents the best thinking of the members, and it attempts to provide some insight and rationale as to how we arrived at a particular decision. Although the Task Force maintains the view that this security review offers an organizational framework that is both functional and feasible, it does not mean that other approaches would not work. Most certainly any organization assumes a character which reflects the personal touch of the senior officer, and you may possibly wish to modify the plan in accordance with your own managerial concepts.

3. Task Force members were quite unanimous in expressing the view that the most important ingredients of any organization are the people, and the success or failure of the reorganization will heavily depend on the selection of the right personnel to properly effect the various mergers. The consolidation of various functions and activities into the newly established Clearance Division, and Security Support Division is considered to be particularly significant and, conceivably, the unification effort might not result in a merger, but the continuation of separate systems under a

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unified command. If the reorganization is to be successful, as we expect, there must be a complete integration of both personnel and duties from the previous Deputy Director of Security for Investigations and Operational Support and Deputy Director of Security for Personnel Security elements, as well as the Security Research Staff. Insofar as possible, officers assigned to these two Divisions should individually handle a variety of cases representing both overt and covert interests.

4. In accordance with your instructions, the Task Force members did not consult with Branch representatives, and there undoubtedly will be some loose ends at the working level during the shake-down phase. If you approve the reorganization plan, and disclose the program to the entire Office of Security, there will have to be more detailed follow-up studies in order to maximize efficiency and arrange for an orderly readjustment. There are bound to be some "bugs" in the system. The [REDACTED] Program immediately comes to mind as one project which would have to be reviewed in the context of a unification of the Deputy Director of Security for Investigations and Operational Support, Deputy Director of Security for Personnel Security and the Security Research Staff. Quite obviously, the designated Division Chiefs, with increased areas of responsibility, will want to have their imprint on the Branch structure within their spheres of authority.

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5. Although Task Force members reviewed the entire study and have endorsed the basic recommendation, there were two-man units which explored individual programs, and they thus attained some additional specialized knowledge on particular Directorates. Most certainly, the Task Force would welcome the opportunity to discuss this entire package or otherwise attempt to answer any questions that you might have about the reorganization plan.

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[REDACTED]  
Chief  
Personnel Security Division

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Chief  
Administration and Training Staff

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Assistant Deputy Director of Security  
for Personnel Security

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Assistant Deputy Director of Security  
for Physical, Technical and Overseas Security

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Assistant Deputy Director of Security  
for Investigations and Operational Support

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Acting Executive Officer

Attachment:

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